R E P O R T R E S U M E S

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VIRGINIA ADMINISTRATIVE SALARY SURVEY, FISCAL YEAR 1967-68.

VIRGINIA COMMUNITY COLLEGE SYSTEM, RICHMOND

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IN ORDER TO PRESENT THE STATUS OF VIRGINIA COMMUNITY COLLEGE ADMINISTRATORS' SALARIES IN 1967-68, DATA WERE COMPILED IN TABULAR FORM--(1) VIRGINIA MEAN SALARIES FOR VARIOUS ADMINISTRATIVE POSITIONS, (2) PROJECTIONS OF MEAN AND MEDIAN ADMINISTRATIVE SALARIES IN UNITED STATES PUBLIC JUNIOR COLLEGES, (3) ADMINISTRATIVE SALARY RANGES, MEANS, AND MEDIANS IN VIRGINIA, FLORIDA, AND NORTH CAROLINA, (4) COMPARISON OF VIRGINIA ADMINISTRATIVE SALARIES, (5) SELECTED INDIVIDUAL COLLEGE PRESIDENTS' SALARIES, (6) PRESIDENTS' SALARIES IN SELECTED STATES, AND (7) SUMMARY DATA ON PREDICTIONS OF NEEDS FOR ADMINISTRATORS. (WO)

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Virginia Community College System

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VIRGINIA ADMINISTRATIVE SALARY SURVEY

Fiscal Year 1967-68

JC 680 140

UNIVERSITY OF CALIF.
LOS ANGELES

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VIRGINIA ADMINISTRATIVE SALARY SURVEY

Brief Summary of Tables and Exhibits

Table 1 shows the minimum, maximum, and mean administrative salaries in the Virginia Community College System for fiscal year 1967-68. These means were obtained by taking the total actual salaries for each administrative position and dividing by the number of persons in that position.

The National Education Association survey of salaries in higher education for fiscal year 1967-68 is not yet available. Dr. William S. Graybeal, Assistant Director, Research Division, suggested projecting the administrative salaries on the basis of the ratio of the NEA median for administrative salaries to the median of salaries of faculty members in public junior colleges as derived in their studies. Table 2 shows the ratios and the actual median salaries for public junior college faculty and administrators for fiscal years 1961-62, 1963-64, and 1965-66. Each of these studies cover a two year period. The median faculty salaries increased 8.5 percent from 1961-62 to 1963-64; and 6.8 percent from 1963-64 to 1965-66. The median presidents' salaries increased 13.5 percent from 1961-62 to 1963-64; and 14.8 percent from 1963-64 to 1965-66. We made our projections on the basis of one fiscal year. The faculty salaries nationally were increased 3.2 percent and all administrative salaries nationally were projected for a 6.0 percent increase from 1965-66 to 1966-67. For the purpose of comparison, fiscal years 1967-68 and 1968-69 were projected with all administrative salaries increasing 5.0 percent each fiscal year.

Table 3 shows the median administrative salaries in the North Carolina Community College System for fiscal year 1967-68 under a new salary schedule adopted for fiscal year 1967-68. These medians were obtained by using the minimum and maximum salaries for each administrative position. The Appropriations Committee of the North Carolina

House of Representatives felt that a special relationship of confidence should exist between the president and the local governmental bodies and should be evidenced by payment of a salary supplement to the president from local funds. Supplements may include salary, house, utilities, car, or a combination of these. Known supplements of $6,000 are being paid. Excluding the president, all other administrative salaries can be placed anywhere between the minimum and maximum just so long as an overall average for administrative salaries of $8,900 is maintained.

Table 4 shows mean salaries for public institutions of higher education presidents and business managers by regions and by the national total using the size of enrollment as the key between the various categories. The regions are as follows:

Region I, New England, Middle Atlantic States
Region II, Southeastern States
Region III, Midwestern States
Region IV, Southwestern States
Region V, Pacific Coast, Mountain States
National, Total for all Regions

The enrollment range of colleges is based on five categories as follows:

1.= 1-999 students
2.= 1000-2499 students
3.= 2500-4999 students
4.= 5000-9999 students
5.= 10000-above students

The number of administrators and the mean salary for each range and for each region are shown along with the national total for both the presidents and the business managers.

Table 5 shows the minimum, maximum, and mean administrative salaries in Florida for fiscal year 1967-68, as reported to the U. S. Office of Education by the individual community colleges. The mean was obtained by adding the salaries reported for each position, and dividing this total by the number of persons in each position.

Exhibit 1 shows the comparison of mean administrative salaries in Virginia with Government salary increases. The salaries for both top civilian workers and top military personnel are larger than the mean salaries for top administrative personnel in Virginia.

It should be noted that the raises shown for both civilian and military personnel reflect only the first step in a series of three increases - October 1, 1967; July 1, 1968; and July 1, 1969.

Exhibit 2 shows the comparison of mean administrative salaries in Virginia with median projected administrative salaries in higher education nationally. The mean administrative salaries in Virginia are for fiscal year 1967-68 and when compared with the projected median administrative salaries for fiscal year 1966-67, for positions that are comparable, shows the projected national median salaries to be larger for each position than those in Virginia except the dean of instruction, which is $140 less and the coordinator of library services, which is $844 less. A comparison with the projected median salaries for fiscal year 1967-68 shows the projected median salaries nationally to be considerably larger for each position, except the coordinator of library services, which is $377 less.

Exhibit 3 shows the comparison of mean administrative salaries in Virginia with mean Florida administrative salaries for fiscal year 1967-68. It can be readily seen that in each comparable position the mean salary in Florida exceeds the mean salary in Virginia, except for the coordinator of adult education and community services. The maximum for this position in Florida is $13,500, and this is comparable. The difference between the mean presidents' salaries is $3,951.

Exhibit 4 shows the comparison of mean administrative salaries in Virginia with median administrative salaries in North Carolina. This appears to be a favorable comparison until you take into consideration several factors. The mean salaries for Virginia are the actual salaries paid for 1967-68 whereas in North Carolina the college has the option of placing any person (excluding the president) anywhere between the minimum and maximum salary for that position. The median salary shown for the president and director are the State salaries and do not include local supplements. Local funds are provided for maintenance of buildings and grounds, supplies and materials, janitorial salaries, utilities, and to supplement presidents' salaries, and sometimes even faculty salaries.

Exhibit 5 shows the comparison of mean salaries of presidents and business managers in Virginia for fiscal year 1967-68 with mean salaries of presidents and business managers by regions and national total all regions for fiscal year 1966-67. The mean salaries for presidents and business managers for each region and the national total for all regions are considerably larger than Virginia's mean salaries for presidents and business managers.

Exhibit 6 shows various individual and State presidents' salaries throughout the United States for fiscal year 1967-68. The presidents' salaries in Arizona range from $18,500 to $32,250, including fringes. The two presidents' salaries in California start at $20,000 and $23,000, with the maximum subject to negotiation. The presidents salaries in California Public Junior Colleges (fewer than 500 ADA to 3000-4000 ADA) range from $17,000 to $28,248, with a median of $22,624. One of the college president's salary in Illinois is $25,000 and the other one ranges from $18,000 to $25,000 . The president's salary in Michigan ranges from $22,000 to $30,000. In Pennsylvania the president's salary is $20,000, plus fringes. The president's salary in Texas is the largest of all at $40,000.

Exhibit 7 shows the salaries of community college presidents in the State of Florida for fiscal year 1967-68. Twenty-three of the twenty-five community colleges reported. One college used last year's salary with the note that it would be increased. The salaries for the two unreported colleges will also be in line. The salaries range from a high of $32,500 to last year's low of $14,500, with a mean salary of $19,161.

Exhibit 8 shows the salaries of full-time administrative personnel in the Illinois Public Junior Colleges for fiscal year 1966-67. This exhibit shows each Junior College and gives the lowest, highest, and mean salaries for all administrative positions combined. The means run from a low of $11,090 to a high of $19,500, with an average mean administrative salary of $14,627. The mean salaries for all administrative positions in Virginia for fiscal year 1967-68 run from a low of $8,399 to a high of

$15,361, with an average mean administrative salary of $11,713. The 1967-68 average administrative salary in Virginia is $2,914 less than the average administrative salary in Illinois for 1966-67.

Exhibit 9 shows the comparison of minimum, maximum, and mean presidents' salaries in Virginia with the minimum, maximum, and mean/median presidents' salaries in other States, the Federal Government, and the projected median public junior college president's salary nationally. In each case, except for North Carolina, the mean/median salary exceeds the mean president's salary in Virginia. The projected national median salary exceeds the mean president's salary in Virginia by $1,913 and Arizona's mean president's salary exceeds the mean president's salary in Virginia by $8,246. The other mean/median salaries range between these two figures. North Carolina's median president's salary is $25 less than Virginia's mean president's salary, but this is just the State salary scale and does not include any local funds that are provided for supplementing presidents' salaries in the majority of North Carolina Community Colleges.

Exhibit 10 shows the same comparison as Exhibit 9 on minimum, maximum, and mean presidents' salaries in Virginia with the minimum, maximum, and mean/median presidents' salaries in other States, the Federal Government, and the projected national median president's salary. This comparison is shown in the form of a chart.

The section entitled "Trends in Community Colleges" shows that between 1955 and 1964, community colleges were established at the rate of 25 to 30 each year while in 1965 and 1966, 50 community colleges opened annually. There were 74 new community colleges opened in 1967. The current enrollment of 1.7 million is expected to increase to three million by 1972. The turn-over rate for presidents is estimated to be from 25 to 30 percent annually.

Dr. Raymond E. Schultz based his estimated annual need of new presidents on a percentage of replacement and on 30 new colleges per year from 1965-70 and 35 new colleges per year for 1970-80, with a total of 1,403 new presidents needed between 1965-80. His Table I shows that 82.2 new presidents would be needed annually from 1965-70. Since the 74 colleges which actually opened in 1967 is 147 percent more than the predicted 30 colleges, the 82.2 new presidents needed would also be greatly increased. This is also true for the chief academic deans, chief student personnel administrators, and chief business officers.

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TABLE 1

VIRGINIA MEAN ADMINISTRATIVE SALARIES, 1967-68

Position	Minimum	Maximum	Mean
President	$15,000	$16,000	$15,361
Director	11,400	13,000	12,100
Dean/Director of Instruction	11,520	15,500	13,855
Business Manager	7,006	9,780	8,399
Dean/Director of Student Services	9,700	13,500	11,993
Coordinator of Library Services	8,500	10,900	10,165
Coordinator of Admissions and Records	9,000	11,400	10,351
Coordinator of Adult Education and Community Services	13,503	13,503	13,503
Coordinator of the Learning Laboratory	10,000	12,500	11,035
Division Coordinators	10,850	13,503	12,636
Counselors	6,200	12,000	9,445

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TABLE 2

PROJECTED PUBLIC JUNIOR COLLEGE ADMINISTRATIVE SALARIES
IN THE UNITED STATES
BASED ON THE RATIO OF THE MEDIAN ADMINISTRATIVE SALARIES
WITH THE MEDIAN FACULTY SALARIES

POSITION	(Rounded to three places) (1) 1961-62	(2) 1963-64	(3) 1965-66	Projected 1966-67
President (Chief Administrative Officer)	1.651	1.727	1.856	1.906
Dean/Director of Instruction	1.445	1.493	1.548	1.589
Dean/Director of Vocational/Technical Education	1.378	1.285	1.417	1.455
Dean/Director of Evening School	1.491	1.409	1.530	1.571
Dean/Director of Adult Education	1.173	1.288	1.181	1.213
Dean of Students	1.267	1.303	1.367	1.404
Director of Admissions	1.387	1.299	1.310	1.345
Director of Guidance	1.105	1.158	1.177	1.209
Registrar	1.060	1.102	1.129	1.159
Business Manager	1.099	1.164	1.231	1.264
Librarian	0.943	1.021	1.051	1.080
Median Faculty Salary	(1) $7,212	(2) $7,828	(3) $8,361	$8,631

Median Administrative Salaries

POSITION	(1) 1961-62	(2) 1963-64	(3) 1965-66	Projected 1966-67	Projected 1967-68	Projec 1968-
esident (Chief Administrative Officer)	$11,906	$13,517	$15,519	$16,451	$17,274	$18,1
an/Director of Instruction	10,423	11,688	12,943	13,715	14,401	15,1
an/Director of Vocational/Technical Education	9,938	10,062	11,850	12,558	13,186	13,8
an/Director of Evening School	10,750	11,028	12,792	13,559	14,237	14,9
an/Director of Adult Education	8,458	10,083	9,875	10,469	10,993	11,5
an of Students	9,139	10,197	11,431	12,118	12,724	13,3
rector of Admissions	10,000	10,167	10,950	11,609	12,190	12,8
rector of Guidance	7,972	9,067	9,841	10,435	10,957	11,5
gistrar	7,643	8,625	9,438	10,003	10,504	11,(
siness Manager	7,929	9,115	10,292	10,910	11,456	12,(
brarian	6,798	7,989	8,788	9,321	9,788	10,2

urce: (1) Salaries Paid and Salary Practices in Universities, Colleges, and Junior Colleges, 1961-62, Research Report 1962-R2, Research Division, National Education Association February 1962.

(2) Salaries Paid and Salary Practices in Universities, Colleges, and Junior Colleges, 1963-64, Research Report 1964-R3, Research Division, National Education Association February 1964.

(3) Salaries in Higher Education, 1965-66, Research Report 1966-R2, Research Division, National Education Association, February 1966.

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TABLE 3

NORTH CAROLINA

ADMINISTRATIVE SALARIES, 1967-68
(State Allotment Only)

Position	Minimum	Maximum	Median
President (Doctorate)	$12,396	$18,276	$15,336 (1)
President (Masters)	11,256	16,572	13,914 (1)
Dean of Instruction	10,404	14,076	12,240
Business Manager	7,200	12,072	9,636
Director of Student Services	8,604	12,072	10,338
Librarian	7,200	12,072	9,636
Director of Student Personnel	8,604	12,072	10,338
Director of General Adult	8,604	12,072	10,338
Learning Laboratory Coordinator	8,604	12,072	10,338
Division Coordinators - N/A	-	-	-
Counselors	7,200	12,072	9,636

(1) A local salary supplement to the chief administrative officer is desirable and should be encouraged. These may include salary, house, utilities, or car. Known supplements of $6,000 are being paid.

The overall average of $8,900 for all administrative employees, (including the bookkeeper and clerical personnel, but excluding the President) must be maintained. Since there is no maximum salary inhibitation at the various salary grade levels, the actual salary for any position can be anywhere between the minimum and maximum amount.

Source: 1967-68 North Carolina Department of Community Colleges Salary Schedules and a Position Paper on 1967-68 Salary Schedules.

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TABLE 4

MEAN REGIONAL AND NATIONAL PRESIDENTS' AND BUSINESS MANAGERS' SALARIES

Fiscal Year 1966-67

Position	Enrollment	REGION I New England, Middle Atlantic States n=	REGION I public	REGION II Southeastern States n=	REGION II public	REGION III Midwestern States n=	REGION III public	REGION IV Southwestern States n=	REGION IV public	REGION V Pacific Coast, Mountain States n=	REGION V public	NATIONAL Total All Regions n=	NATIONAL public
President	1.	15	$18364	17	$14030	29	$16495	11	$17000	12	$16529	84	$16401
	2.	17	20728	19	18884	19	19807	9	17322	13	21553	77	19787
	3.	10	24406	12	19791	10	23134	6	24100	11	23181	49	22704
	4.	2	29550	11	24354	10	24350	7	18642	7	25928	37	23851
	5.	5	33144	2	24987	7	31960	3	29000	8	24769	25	28982
	Avg.	49	22382	61	18896	75	20710	36	19583	51	21827	272	20665
Chief Financial Officer (Business Manager)	1.	11	11447	18	9150	13	10915	9	10312	11	11254	62	10469
	2.	17	12591	19	12067	16	12242	8	9896	15	14676	75	12513
	3.	10	15674	12	14502	8	16720	6	15566	10	16753	46	15771
	4.	2	14125	11	18529	9	16346	7	16842	7	20124	36	17721
	5.	5	21560	2	19450	5	21207	3	20333	6	20153	21	20702
	Avg.	45	14063	62	13076	51	14209	33	13462	49	15781	240	14107

n= number of responses.

Enrollment Range Key: 1.= 1-999 students; 2.= 1000-2499 students; 3.= 2500-4999 students; 4.- 5000-9999 students; 5.= 10000-above students.

Source: Binning, Dennis W.; "College Operating Practices Analysis"; College and University Business; Vol. 43; No. 4; October 1967.

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TABLE 5

FLORIDA MEAN ADMINISTRATIVE SALARIES, 1967-68

Position	Minimum	Maximum	Mean
President	$15,000	$30,000	$19,312
Dean/Director of Instruction	12,000	20,000	14,717
Business Manager	7,500	20,000	12,651
Dean/Director of Student Services	8,000	18,648	13,238
Coordinator of Library Services	7,500	14,920	11,536
Coordinator of Admissions and Records	9,410	18,648	12,580
Coordinator of Adult Education and Community Services	8,025	13,500	12,433
Division Coordinators N/A	-	-	-
Counselors	8,580	13,767	10,804

Source: USOE Report, Employees in Institutions of Higher Learning, Fall 1967.

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EXHIBIT 1

COMPARISON OF MEAN ADMINISTRATIVE SALARIES IN VIRGINIA
WITH GOVERNMENT SALARY INCREASES, 1967-68

VIRGINIA	(1)	FEDERAL PAY FOR CIVILIAN WORKERS		(2)	MILITARY PAY RAISES (2) With Typical Years of Service, Base Pay and Allowances		
	Mean	Position	Before	Now	Rank	Before	Now
President	$15,361	Top Career Official	$25,890	$27,055	General	$29,206	$30,552
Director	12,100	Lawyer (Near Top)	19,438	20,310	Lieutenant General	24,680	25,868
Dean/Director of Instruction	13,855	Chief Chemist	19,438	20,310	Major General	22,095	23,165
Business Manager	8,399	Chief Accountant	16,628	17,377	Brigadier General	19,604	20,533
Dean/Director of Student Services	11,993	Personnel Director	11,958	12,500	Colonel	16,073	16,825
Coordinator of Library Services	10,165	Office Manager	8,594	8,979	Lieutenant Colonel	13,967	14,611
Coordinator of Admissions and Records	10,351	Lawyer (Beginning)	7,237	7,564	Major	12,273	12,831
Coordinator of Adult Education and Community Services	13,503	Accountant (Beginning)	6,072	6,348	Captain	9,735	10,160
Coordinator of the Learning Laboratory	11,035	Junior Draftsman	5,485	5,730	1st Lieutenant	8,271	8,621
Division Coordinators	12,636				2nd Lieutenant	5,543	5,748
Counselors	9,445						

Note: All raises shown for civilian and military personnel reflect only the first step in a series of three increases-October 1, 1967; July 1, 1968; and July 1, 1969.

Source: (1) Table 1.
(2) U. S. News and World Report, December 25, 1967, page 38.

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EXHIBIT 2

COMPARISON OF MEAN VIRGINIA ADMINISTRATIVE SALARIES
WITH MEDIAN PROJECTED ADMINISTRATIVE SALARIES
OF PUBLIC JUNIOR COLLEGES IN THE UNITED STATES

VIRGINIA (1) Position	Mean 1967-68	PROJECTED MEDIANS (2) 1966-67	1967-68	1968-69
President	$15,361	$16,451	$17,274	$18,138
Director	12,100			
Dean/Director of Instruction	13,855	13,715	14,401	15,122
Business Manager	8,399	10,910	11,456	12,029
Dean/Director of Student Services	11,993	12,118	12,724	13,361
Coordinator of Library Services	10,165	9,321	9,788	10,278
Coordinator of Admissions and Records	10,351	11,609	12,190	12,800
Coordinator of Adult Education and Community Services	13,503			
Coordinator of the Learning Laboratory	11,035			
Division Coordinator	12,636			
Counselor	9,455	10,435	10,957	11,505

Source: (1) Table 1
(2) Table 2

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EXHIBIT 3

COMPARISON OF MEAN ADMINISTRATIVE SALARIES IN VIRGINIA
WITH MEAN FLORIDA ADMINISTRATIVE SALARIES

Fiscal Year 1967-68

Position	Virginia (1)	Florida (2)
President	. $15,361	$19,312
Director	12,100	-
Dean/Director of Instruction	13,855	14,717
Business Manager	8,399	12,651
Dean/Director of Student Services	11,993	13,238
Coordinator of Library Services	10,165	11,536
Coordinator of Admission and Records	10,351	12,580
Coordinator of Adult Education and Community Services	13,503	12,433
Coordinator of the Learning Laboratory	11,035	-
Division Coordinators	12,636	-
Counselors	9,445	10,804

Source: (1) Table 1.
(2) Table 5.

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EXHIBIT 4

COMPARISON OF MEAN ADMINISTRATIVE SALARIES IN VIRGINIA
WITH MEDIAN NORTH CAROLINA ADMINISTRATIVE SALARIES

Fiscal Year 1967-68

Position	Virginia (1)	North Carolina (2)
President	$15,361	$15,336
Director	12,100	13,914
Dean/Director of Instruction	13,855	12,240
Business Manager	8,399	9,636
Dean/Director of Student Services	11,993	10,338
Coordinator of Library Services	10,165	9,636
Coordinator of Admissions and Records	10,351	10,338
Coordinator of Adult Education and Community Services	13,503	10,338
Coordinator of the Learning Laboratory	11,035	10,338
Division Coordinators	12,636	10,338
Counselors	9,445	9,636

Source: (1) Table 1.
(2) Table 3.

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EXHIBIT 5

COMPARISON OF MEAN PRESIDENTS' AND BUSINESS MANAGERS' SALARIES IN VIRGINIA WITH MEAN REGIONAL AND NATIONAL PRESIDENTS' AND BUSINESS MANAGERS' SALARIES

Virginia	(1) Virginia Mean 1967-68	Region I New England, Middle Atlantic States 1966-67	Region II Southeastern States 1966-67	Region III Midwestern States 1966-67	Region IV Southwestern States 1966-67	Region V Pacific Coast, Mountain States 1966-67	National(2) Total All Regions 1966-67
Presidents	$15,361	$22,382	$18,896	$20,710	$19,583	$21,827	$20,665
Business Managers	8,399	14,063	13,076	14,209	13,462	15,781	14,107

Based on enrollment range 10000 students

Source: (1) Table 1.
(2) Table 4.

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EXHIBIT 6

VARIOUS INDIVIDUAL AND STATE COMMUNITY COLLEGE PRESIDENTS' SALARIES

Fiscal Year 1967-68

College	From	To	Average
Arizona Western Junior College, Yuma	$	$24,500	$
Cochise Junior College, Arizona		21,600	
Eastern Arizona College, Thatcher		18,500	
Maricopa County District, Arizona		25,000	
Pima County Junior College, Arizona		32,250*	
Pinal Junior College, Arizona		19,000	
Yovapai County Junior College, Arizona		24,400	
Fremont-Newark Junior College District, Fremont, California	20,000	Subject to Negotiation	
Modesto Junior College, Modesto, California	23,000	Subject to Negotiation	
Presidents' salaries in California Public Junior Colleges (Fewer than 500 ADA to 3001-4000 ADA) 1966-67	17,000	28,248	22,624
Black Hawk Junior College, Illinois		25,000	
Bloom Community College, Illinois	18,000	25,000	
Comprehensive Community College, Ann Arbor, Michigan	22,000	30,000	
The Lehigh County Community College, Allentown, Pennsylvania	20,000	Plus Fringes	
Dallas County Junior College District, Texas		40,000	

*Note: This includes $7,500 in fringe benefits.

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EXHIBIT 7

SALARIES OF COMMUNITY COLLEGE PRESIDENTS

STATE OF FLORIDA

Fiscal Year 1967-68

$32,500	$18,500	$17,500
22,500	18,500	17,200
22,500	18,500	17,000
22,500	18,000	17,000
21,500	18,000	16,500
20,500	18,000	16,000
19,500	17,500	14,500*
19,000	17,500	*Last Years Salary
23 Public Community Colleges		Mean: $19,161

Source: Letter from Florida Department of Community Colleges, 1967.

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EXHIBIT 8

SALARIES OF FULL-TIME ADMINISTRATIVE PERSONNEL
ILLINOIS PUBLIC JUNIOR COLLEGES
Fiscal Year 1966-67

JUNIOR COLLEGE	Lowest	Highest	Mean
Belleville	$ 9,720	$14,000	$11,090
Black Hawk	10,150	24,000	15,330
Bloom	11,000	16,050	13,083
Canton Community	13,660	13,660	13,660
Chicago City			
Amundsen-Mayfair	12,480	18,600	16,160
Bogan	10,140	17,700	15,720
Crane	12,480	17,700	14,115
Fenger	12,480	15,000	13,740
Loop	12,480	18,600	14,837
Southeast	12,480	16,800	14,640
Wilson	10,560	19,500	15,120
Wright	12,960	19,500	15,860
Danville	10,650	15,000	12,650
Elgin Community	11,500	18,000	13,833
Freeport Community	6,400	18,000	12,200
Illinois Valley	16,000	16,000	16,000
Joliet	11,100	15,700	13,000
Kaskaskia	13,500	18,000	15,750
Morton	12,450	18,200	15,325
Mt. Vernon Community	9,500	13,000	11,250
Olney Community	11,700	11,700	11,700
Rock Valley	10,920	25,000	15,383
Sauk Valley	12,000	22,200	17,050
Thornton	13,500	16,000	14,667
Triton	12,000	24,000	17,040
William Rainey Harper	13,500	25,000	16,225
Naperville (DuPage)	16,000	26,000	19,500

Source: Report of Selected Data and Characteristics, Illinois Public Junior Colleges, 1966-67, Ernest F. Anderson and James S. Spencer, Illinois Junior College Board, Springfield Illinois, 1967.

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EXHIBIT 9

SUMMARY OF MINIMUM, MAXIMUM, AND MEAN/MEDIAN
PRESIDENTS' SALARIES - 1967-68
(Unless Shown Otherwise)

State	Minimum	Maximum	Median/ Mean
Virginia	$15,000	$16,000	$15,361
Arizona	18,500	32,250	23,607
California 1966-67	17,000	28,248	22,624
Federal Government-Top Civilian	12,500	27,055	19,510
Federal Government-Top Military	14,611	30,552	21,925
Florida	15,000	30,000	19,312
Illinois-(1966-67-Using highest for presidents' salaries)	11,700	26,000	18,255
North Carolina	12,396	18,276	15,336
National Projections	-	-	17,274
Regional and National-1966-67	14,030	33,144	20,665

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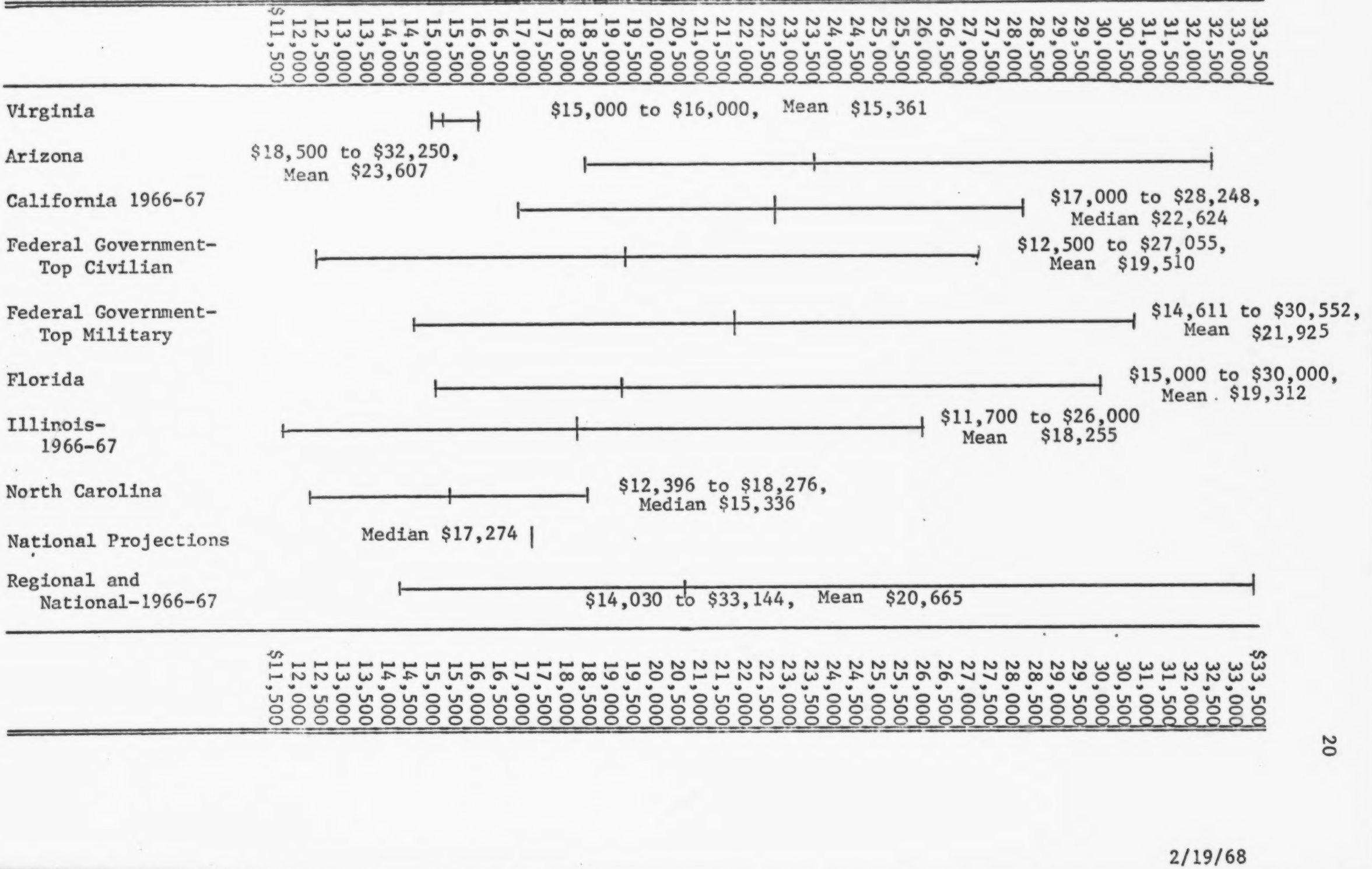
EXHIBIT 10

MEAN/MEDIAN AND/OR RANGE OF PRESIDENTS' SALARIES, 1967-68
(Unless Shown Otherwise)



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TRENDS IN COMMUNITY COLLEGES

"Since 1952, the expansion and growth of the junior college idea have been nothing short of startling. More than 200 new institutions have been established since that time, bringing the total by 1967 to well over 800 colleges. Between 1955 and the early 1960's, institutions were established at the rate of about 25 to 30 each year, and the years 1965 and 1966 saw the opening of 50 annually. This rate is expected to continue as communities and states seek to put two years of college within the commuting and financial reach of all people." [1]

The current community college enrollment of 1.7 million is expected to increase to three million by 1972. There were actually 74 new community colleges opened in 1967. The annual turnover rate for presidents is from 25 to 30 percent. Dr. Raymond E. Schultz, Florida State University, made a study in 1965 which showed 1,403 new presidents would be needed by 1980. [2] See attached TABLES I and II.

TABLES III and IV show that 1,507 new academic deans will be needed by 1980. TABLES V and VI show that 956 new student personnel administrators will be needed by 1980. TABLES VII and VIII show that 1,041 new chief business officers will be needed by 1980. TABLE IX shows the immediate prior position for junior college administrators. TABLE X shows the educational backgrounds of junior college administrators.

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1 American Junior Colleges, Seventh Edition; Editor: Edmund J. Gleazer, Jr./Associate Editor: Paul L. Houts, American Council on Education; Junly 1967; page 4.

2 Dr. William G. Shannon, Associate Executive Director; Council on Research and Service; American Association of Junior Colleges; Washington, D. C.

TABLE I

PREDICTED NEED FOR ADDITIONAL JUNIOR COLLEGE PRESIDENTS 1965-1980

Type of Institution	Additional Presidents Needed			
	1965-70	1970-75	1975-80	Total for 15-Year Period
Public	267	322	354	943
Independent	40	43	45	128
Protestant	49	49	49	147
Catholic	55	62	68	185
Total	411	476	516	1,403
Average Number Per year	82.2	95.2	103.2	

Type of Junior College	Age Distribution of Presidents		
	Percent Under 45 Years of Age	Percent 45 Through 53 Years of Age	Percent Over 53 Years of Age*
Public	24	39	37
Independent	6	18	76
Protestant	4	14	84
Catholic	5	5	90

* Presidents in this age group will reach age 69 (which exceeds the normal retirement age) within the 15-year period covered by these predictions.

TABLE II

APPLICATION OF FACTORS FOR DERIVING PREDICTIONS OF NEED FOR JUNIOR COLLEGE PRESIDENTS 1965-1980

Type of Institution	Number of Institutions 1964-65*	Percent With Presidents	Replacements		New Institutions**		Total Need
			Rate Per Year	Number Required	Avg. No. Per Year	Staff New Institutions	
Public	448	100%	4.7%	443	33.3***	500	943
Independent	95	100%	6.2%	98	2.0	30	128
Protestant	97	100%	9.1%	132	1.0	15	147
Catholic	58	100%	13.0%	140	3.0	45	185
Total	698			813		590	1,403

* These figures are projections based on figures given in the 1964 Junior College Directory of those institutions which fit the definition given on page 9 of this report.

** It is assumed that when junior colleges become senior colleges, their administrative staffs enter the senior college ranks. However, a special study was made to determine the number of junior colleges that have been making such a transition in order that the net number of institutions could be calculated each year. This refined figure was used in computing replacement needs due to turnover.

*** Estimated to be 30 per year for the 5-year period 1965-1970 and 35 per year for the 10-year period 1970 to 1980. The reader is reminded that each campus of an institution with multiple campuses is counted separately for purposes of these predictions.

Source: Administrators for America's Junior Colleges, Predictions of Need 1965-1980, Raymond E. Schultz, American Association of Junior Colleges, 1965.

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TABLE III

PREDICTED NEED FOR ADDITIONAL JUNIOR COLLEGE CHIEF ACADEMIC DEANS 1965-1980

Type of Institution	Additional Chief Academic Deans Needed			
	1965-70	1970-75	1975-80	Total for 15-Year Period
Public	300	368	418	1,086
Independent	50	53	56	159
Protestant	50	50	50	150
Catholic	34	37	41	112
Total	434	508	565	1,507
Average Number Per Year	86.8	101.6	113.0	

Type of Junior College	Age Distribution of Chief Academic Deans		
	Percent Under 45 Years of Age	Percent 45 Through 53 Years of Age	Percent Over 53 Years of Age*
Public	33	40	27
Independent	5	30	65
Protestant	9	49	42
Catholic	9	48	43

* Chief academic deans in this age group will reach age 69 (which exceeds the normal retirement age) within the 15-year period covered by these predictions.

TABLE IV

APPLICATION OF FACTORS FOR DERIVING PREDICTION OF NEED FOR CHIEF ACADEMIC DEANS 1965-1980*

Type of Institution	Number of Institutions 1964-65	Percent With Chief Academic Deans	Replacements		New Institutions		Total Need
			Rate Per Year	Number Required	Avg. No. Per Year	Staff New Institutions	
Public	448	76%	9.8%	701	33.3	385	1,086
Independent	95	87%	9.7%	134	2.0	25	159
Protestant	97	93%	10.0%	135	1.0	15	150
Catholic	58	73%	9.9%	78	3.0	34	112
Total	698			1048		459	1,507

* See footnotes on Table II.

Source: Administrators for America's Junior Colleges, Predictions of Need 1965-1980, Raymond E. Schultz, American Association of Junior Colleges, 1965.

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TABLE V

PREDICTED NEED FOR ADDITIONAL JUNIOR COLLEGE
CHIEF STUDENT PERSONNEL ADMINISTRATORS 1965-1980

Type of Institution	Additional Chief Student Personnel Administrators Needed			
	1965-70	1970-75	1975-80	Total for 15-Year Period
Public	224	274	305	803
Independent	24	25	26	75
Protestant	26	26	26	78
Catholic	(Too few maintain this position to provide meaningful data)			
Total	274	325	357	956
Average Number Per Year	54.8	65.0	71.4	

Type of Junior College	Age Distribution of Chief Personnel Administrators		
	Percent Under 45 Years of Age	Percent 45 Through 53 Years of Age	Percent Over 53 Years of Age*
Public	44	34	22
Independent	20	35	45
Protestant	22	50	28
Catholic	—	—	—

*Chief student personnel administrators in this age group will reach age 69 (which exceeds the normal retirement age) within the 15-year period covered by these predictions.

TABLE VI

APPLICATION OF FACTORS FOR DERIVING PREDICTION OF NEED FOR
CHIEF STUDENT PERSONNEL ADMINISTRATORS 1965-1980*

Type of Institution	Number of Institutions 1964-65	Percent With Chief Student Personnel Administrators	Replacements		New Institutions		Total Need
			Rate Per Year	Number Required	Avg. No. Per Year	Staff New Institutions	
Public	448	73%	6.3%	433	33.3	370	803
Independent	95	54%	6.9%	59	2.0	16	75
Protestant	97	60%	8.0%	69	1.0	9	78
Catholic**	—	—	—	—	—	—	—
Total	640			552		395	956

*See footnotes on Table II.
**Too few Catholic institutions maintain this position to provide meaningful data.

Source: Administrators for America's Junior Colleges, Predictions of Need 1965-1980, Raymond E. Schultz, American Association of Junior Colleges, 1965.

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TABLE VII

PREDICTED NEED FOR ADDITIONAL JUNIOR COLLEGE CHIEF BUSINESS OFFICERS 1965-1980

Type of Institution	Additional Chief Business Officers Needed			
	1965-70	1970-75	1975-80	Total for 15-Year Period
Public	191	230	255	676
Independent	30	31	32	93
Protestant	44	44	45	133
Catholic	42	46	51	139
Total	307	351	383	1,041
Average Number Per Year	61.4	70.2	76.6	

Type of Junior College	Age Distribution of Chief Business Officers		
	Percent Under 45 Years of Age	Percent 45 Through 53 Years of Age	Percent Over 53 Years of Age*
Public	48	31	21
Independent	25	12	63
Protestant	27	21	52
Catholic	0	62	38

* Chief business officers in this age group will reach age 69 (which exceeds the normal retirement age) within the 15-year period covered by these predictions.

TABLE VIII

APPLICATION OF FACTORS FOR DERIVING PREDICTION OF NEED FOR JUNIOR COLLEGE CHIEF BUSINESS OFFICERS 1965-1980*

Type of Institution	Number of Institutions 1964-65	Percent With Chief Business Officers	Replacements		New Institutions		Total Need
			Rate Per Year	Number Required	Avg. No. Per Year	Staff New Institutions	
Public	448	67%	5.5%	346	33.3	330	676
Independent	95	78%	5.6%	69	2.0	24	93
Protestant	97	79%	10.5%	121	1.0	12	133
Catholic	58	91%	10.0%	98	3.0	41	139
Total	698			634		407	1,041

* See footnotes on Table II.

Source: Administrators for America's Junior Colleges, Predictions of Need 1965-1980, Raymond E. Schultz, American Association of Junior Colleges, 1965.

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TABLE IX

IMMEDIATE PRIOR POSITION OF JUNIOR COLLEGE ADMINISTRATORS

Present Position	Percent by Type of Junior College			
	Public	Independent	Protestant	Catholic
I. Presidents				
Immediate prior position				
a. Within same institution	25	28	20	42
b. Another junior college	26	12	2	5
c. Senior college or university	16	35	17	16
d. Elementary or secondary school	26	12	10	16
e. Religious organization	3	4	41	11
f. Other (incl. graduate school)	4	10	10	10
II. Chief Academic Deans				
Immediate prior position				
a. Within same institution	54	66	50	43
b. Another junior college	12	4	4	0
c. Senior college or university	14	17	21	7
d. Elementary or secondary school	14	3	16	43
e. Religious organization	2	0	5	4
f. Other (incl. graduate school)	4	10	4	3
III. Chief Student Personnel Administrators				
Immediate prior position				
a. Within same institution	49	30	40	*
b. Another junior college	8	3	8	*
c. Senior college or university	14	15	8	*
d. Elementary or secondary school	20	12	24	*
e. Religious organization	4	15	12	*
f. Other (incl. graduate school)	5	25	8	*
IV. Chief Business Officers				
Immediate prior position				
a. Within same institution	26	38	15	63
b. Another junior college	4	5	0	0
c. Senior college or university	11	10	11	0
d. Elementary or secondary school	29	10	9	12
e. Religious organization	0	20	14	13
f. Other (incl. graduate school)	30	17	51	12

* Meaningful data cannot be provided because so few Catholic institutions maintain this position.
** Too few Catholic institutions maintain this position to provide meaningful data.

Source: Administrators for America's Junior Colleges, Predictions of Need 1965-1980, Raymond E. Schultz, American Association of Junior Colleges, 1965.

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TABLE X

EDUCATIONAL BACKGROUNDS OF JUNIOR COLLEGE ADMINISTRATORS
BY HIGHEST EARNED DEGREE

Position	Highest Degree Possessed by Type of Institution (in Percent)			
	Public	Independent	Protestant	Catholic
A. Presidents				
Doctorate	44	34	15	21
Master's	53	54	53	74
No graduate degree*	3	12	32	5
B. Chief Academic Deans				
Doctorate	33	25	25	0
Master's	64	60	66	86
No graduate degree*	3	15	9	14
C. Chief Student Personnel Administrators				
Doctorate	19	5	4	**
Master's	79	75	68	**
No graduate degree*	2	20	28	**
D. Chief Business Officers				
Doctorate	9	0	2	0
Master's	49	47	26	63
No graduate degree*	33	21	50	37
No undergraduate degree	9	32	22	0

* All administrators in this category have completed an undergraduate degree and some of them have completed professional degrees.

**Too few Catholic institutions maintain this position to provide meaningful data.

Source: Administrators for America's Junior Colleges, Predictions of Need 1965-1980, Raymond E. Schultz, American Association of Junior Colleges, 1965.

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